NOVA SCOTIA DEPARTMENT OF TOURISM AND CULTURE

2003-04 BUSINESS PLAN

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Nova Scotia Department of Tourism and Culture

TABLE OF CONTENTS

Section		Page
A.	Message from the Minister and Deputy Minister	3
B.	Mission	4
C.	Planning Context	4
D.	Strategic Goals	6
E.	Core Business Areas	6
F.	Priorities	10
G.	Budget Context	23
H.	Outcome / Performance Measures	24

A. MESSAGE FROM MINISTER AND DEPUTY MINISTER

Nova Scotia Department of Tourism and Culture

We are pleased to take this opportunity to report on the Department of Tourism and Culture's 2003-2004 Business Plan.

Economic growth and stewardship are the two main outcomes of this business plan. The department contributes to economic growth by developing the economic and export potential of Nova Scotia's tourism, culture and heritage sectors. The department's role in stewardship is to preserve, promote, present and develop the province's natural and cultural heritage.

The department does not work alone to achieve these outcomes. Partnerships are a key feature of many of our projects and initiatives – from the well-established and successful Nova Scotia Tourism Partnership Council to the newly developed Nova Scotia Arts and Culture Partnership Council.

Following a very successful tourism season, the department will work with the industry to help achieve the vision of doubling the $1.3 billion in tourism revenues over the next decade. Specific efforts in the coming year will include implementation of an e-marketing strategy, improving the quality and market readiness of our products, looking for new products, and providing experiences that help extend the tourism season. Our staff will also participate with groups and organizations involved in the Acadian Celebrations 2003-2005 and will look for opportunities to promote and support these activities.

Nova Scotia's arts and culture sector continues to grow, enhancing its importance to our economy and to our quality of life. Our music, art, crafts, writing and other cultural activities are gaining prominent national and international recognition. To ensure that this trend continues, the department's efforts for the coming year will focus on strengthening links with our cultural community, encouraging activity and supporting export opportunities.

Our many heritage facilities continue to attract visitors and Nova Scotians alike. More than half a million people visited our museums in 2002 to learn about and appreciate our heritage while contributing to economic growth. The department's efforts in the coming year will focus on improving quality and helping communities showcase their heritage.

Nova Scotia Archives and Records Management continues to increase its online archival resources and now attracts more than 250,000 internet visitors a year. During the next year, the Archives will produce a number of new online products and resources celebrating the province's heritage and cultural diversity.

By focusing on strategic priorities in the coming year, we believe the department will continue to contribute to Nova Scotia's economic prosperity and well-being.

B. MISSION

To champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth and provide for stewardship of our natural and cultural heritage for the benefit of all Nova Scotians.

C. PLANNING CONTEXT

Nova Scotia's tourism, culture and heritage sectors are vital to a more prosperous Nova Scotia. Through investment programs, services and expert knowledge, the department is focused on stimulating economic growth and export development in Nova Scotia's tourism and cultural industries and on preserving and promoting Nova Scotia's rich and diverse natural and cultural heritage. Five key operational branches, including Tourism, Culture, Heritage, Nova Scotia Archives and Records Management and Corporate Affairs, provide services to an extensive client base with resulting benefits to all Nova Scotians. The department also serves visitors and Nova Scotians alike through an extensive network of visitor information centres and museums in communities throughout the province. This extensive network also includes the Nova Scotia Centre for Craft and Design and the Nova Scotia Art Bank.

Initiatives and activities in support of these key sectors are undertaken in partnership with businesses, organizations, community groups, municipalities, other government departments and levels of government. The results are impressive. In 2002, the province's tourism revenues were up five per cent for a total of $1.3 billion, and the number of non-resident visitors reached 2.2 million. Nova Scotia's industry / government Tourism Partnership Council, in partnership with the Tourism Industry Association of Nova Scotia (TIANS), has identified a vision of "100 per cent revenue growth over the next decade". The Council leverages significant private sector investment for the development and marketing of the province. Nova Scotia continues to compete globally for market share and recognizes it is currently only scratching the surface in core markets and the need to offer new, exciting tourism experiences to visitors. Specific efforts in 2003 will focus on implementation of the e-marketing strategy; focused product development efforts on seasonality, market-readiness / quality, and sustainability; development of new niche-market products and experiences to extend the season; building and strengthening current partnerships; and finding new non-traditional partners.

Nova Scotia's culture sector is also making great strides, contributing to our well-being and our economy. Our cultural events continue to draw new and larger audiences, while our artists and cultural producers are raising their profile both here at home and around the world. The sector is recognized as fast growing with potential to diversify our economy and stimulate job creation. The impact of culture on our quality of life cannot be overstated, with strong links to social cohesion and innovation.

Nova Scotia Department of Tourism and Culture

To enhance Nova Scotia's culture sector, the department supports professional artists using peer assessment processes. It is working with partners to strengthen community cultural skills and knowledge, heighten the quality and diversity of activities and increase access to cultural resources and activities. It is also increasing its emphasis on cultural industries, which are export focused and enjoy national and international profile. An important development in the continued growth of the culture sector is the new Nova Scotia Arts and Culture Partnership Council, which will provide strategic planning advice on new directions and priorities to the department. Specific efforts in 2003 will focus on fostering relationships and partnerships with people active in Nova Scotia's cultural life and pursuing export development opportunities with our cultural industry producers.

Stewardship of Nova Scotia's natural and cultural heritage is a fundamental role of the department, which maintains the province's collection of over 800,000 artifacts and more than 200 heritage buildings. Our museums continued to thrive in 2002 with more than 550,000 people visiting Nova Scotia Museum sites around the province, while the province's virtual museum attracted thousands more. Many of our heritage facilities have become anchor attractions in their communities stimulating visitation and economic growth. Preservation, interpretation and promotion of Nova Scotia's heritage resources supports the government's priorities in life long learning, sustaining the environment and economic development. In 2003 the Heritage Division will implement Future Directions in Heritage Division, a new plan that will focus on improving quality and responding to the growing interest in heritage in the province. Specific efforts will emphasize pursuing partnerships to help communities increase their capacity to showcase their heritage. The department continues to place priority on cultural diversity and community priorities in heritage programs and services.

Nova Scotia Archives and Records Management (NSARM) provides archival and records management services to Government through an integrated archives and records management program. This includes the provision of records management services, standards and advice, records centre services, and management and preservation of Government archival records. NSARM also acquires and preserves private-sector records of provincial significance. NSARM makes the province's rich archival resources available to both onsite and distance clients and promotes world-wide access to these resources via the Internet, making NSARM a significant resource for heritage tourism, genealogy, lifelong learning, and educational curriculum development. NSARM online resources attract over 250,000 research visitors a year. NSARM continues to improve and extend electronic records management within Government and to develop and deliver new online services and products in order to better meet the needs of our government clients and the public. In 2003 NSARM will focus on implementing effective records management within the Department of Tourism and Culture; implementing the Corporate Records Management Policy across Government; and, under its stewardship mandate, improving the preservation of its archival resources by significantly increasing archival storage capacity, and producing a number of new online products and resources celebrating Nova Scotia's heritage and cultural diversity.

D. STRATEGIC GOALS

D.1 Economic Growth - Develop the economic and export potential of Nova Scotia's tourism, culture and heritage sectors.

D.2 Stewardship - Preserve, promote, present, and develop Nova Scotia's natural and cultural heritage.

D.3 Corporate Services - Deliver professional services and corporate support to government and the department to facilitate accountability and good governance.

E. CORE BUSINESS AREAS

The core business areas of Tourism and Culture are centered on three strategic goals of the department - economic growth; stewardship; and corporate services.

E.1. Economic Growth - Development of Nova Scotia's tourism, culture and heritage sectors is supported by all divisions of the department. Core business activities include:

Tourism Division:

- Provides support and representation on the Nova Scotia Tourism Partnership Council, the public/private sector council mandated to provide advice and direction on tourism programs and investments.

- Manages contracts with outside agencies including the provincial resorts management contract, Upper Clements Park, and Bluenose II, the Atlantic Canada Tourism Partnership, and fee for service contracts with tourism industry associations.

- Explores and develops effective sales and partnerships to promote and develop tourism, including: facilitating sales; prospecting, intelligence gathering, information sharing and lead follow-up with the travel trade and other private sector partners.

- Undertakes tourism development and planning, including managing two investment programs designed to support the development, enhancement and market-readiness of tourism attractions, sites, experiences, services, businesses and products; preparing strategic development plans; undertaking product research; inspecting, licensing and counseling fixed-roof accommodations and campground properties pursuant to the *Tourist Accommodations Act and Regulations;* supporting use of the Canada Select accommodation rating program; working with partners such as the Tourism Industry Association of Nova Scotia's Human Resource Council to implement business development programs; and responding to visitor compliments and complaints.

- Undertakes tourism marketing and planning, including implementing a high-impact marketing campaign promoting Nova Scotia to core markets; responding to enquiries through a toll free central reservation and information service operated by CorporaTel, as well as enquiries generated through Nova Scotia's official tourism website (www.novascotia.com); distributing tourism literature through the Distribution Centre; managing and operating 11 provincial Visitor Information Centres in Nova Scotia and Maine, including providing in-house travel counselling; developing and implementing education and training programs for information centre staff; managing the contract of retail operations at six provincial visitor information centres; producing and disseminating current tourism statistics and research; and managing an electronic library of over 50,000 colour slides, negatives and travel videos used in tourism promotions.

Culture Division:

- Provides investment support and expertise to Nova Scotia cultural producers, organizations and facilities through programs such as Industry Growth, Facilities and Anchor Organizations. Project support is leading to increased international sales of Nova Scotia product, increased jobs in cultural industries, increased recognition of the value of cultural goods and services and increased leveraging of private sector investment.

- Develops and promotes craft and design by providing investment and managing the Nova Scotia Centre for Craft and Design. In addition to the Mary E. Black Gallery, the centre offers workshops and courses in craft and design.

- Undertakes research and analysis in support of cultural producers to help develop and act on strategies aimed at growing industry sub-sectors, including music, publishing and crafts.

- Develops and encourages alliances with the private sector and industry associations to identify opportunities and respond to challenges.

E.2. Stewardship - Preservation, promotion, presentation and development of Nova Scotia's natural and cultural heritage is supported by all divisions of the department. Core business activities include:

Heritage Division:

- Preserves, manages, studies and interprets Nova Scotia's heritage for both residents and visitors. Through the Nova Scotia Museum, the division operates 27 provincial museums throughout the province, ranging from historic homes to historic villages. The Nova Scotia Museum, operating under the *Nova Scotia Museum Act*, is the most decentralized museum system in Canada and one of the oldest provincial museums.

Programs, exhibits, and products serve both local residents and tourists in 142 Nova Scotia communities.

- Oversees legislated programs established to protect heritage buildings (*Heritage Property Act*); preserve significant archaeological, historical, and palaeontological sites and remains (*Special Places Protection Act*); and address concerns surrounding the province's abandoned cemeteries (*Cemeteries Protection Act*).

- Provides input into natural and cultural heritage concerns as part of the province's environmental assessment process, and provides a similar service to the consulting community on a fee-for-service basis.

- Develops and delivers programs in support of preserving Nova Scotia's heritage, including providing financial support and advisory services through the Community Museum Assistance Program and through the Heritage Property Program.

- Works closely with provincial and municipal officials and staff in efforts to ensure the protection and continuing use of the province's rich built heritage.

- Oversees the Special Places Program to preserve, regulate, and study archaeological, historical, and palaeontological sites and remains in Nova Scotia.

Culture Division:

- Works collaboratively with the Nova Scotia Arts and Culture Partnership Council on the planning, design and delivery of arts and culture programs. This includes developing strategic, long-term plans to support and grow Nova Scotia's culture sector.

- Invests in youth arts organizations, cultural activities, anchor organizations, facilities and professional artists. The division interacts with over 800 clients on an annual basis, providing opportunities for children and youth in the arts; encouraging participation in cultural activities; developing skills and production in the culture sector; and encouraging artistic development, creation and presentation.

- Formally recognizes excellence in artistic achievement through award programs, including the Portia White Prize; the Grand Pré-Prize/Prix Grand Pré, and the Aliant New Media Prize.

- Encourages the development of artistic excellence and stimulates interest in visual arts and craft among Nova Scotians and visitors through the Nova Scotia Art Bank, a purchase and loan program for professional Nova Scotian artists.

- Supports Nova Scotians studying in the arts by providing secretariat services to the

Nova Scotia Talent Trust Scholarship Program.

- Provides research and policy analysis in support of division and department priorities, and partners with other cultural organizations and levels of government to identify opportunities and respond to challenges.

- Provides administrative support for Nova Scotia's *Multiculturalism Act* and the *Gaelic College Foundation Act.*

Tourism Division:

- Provides planning and policy support in preserving Nova Scotia's natural and cultural heritage for its value to tourism. Specific activities include the administration of the *Peggy's Cove Act*, collaboration on sustainable tourism with the Departments of Natural Resources and Environment & Labour on crown land, parks and protected areas, and input into the Environmental Assessment Review process.

Nova Scotia Archives and Records Management: NSARM fulfils its stewardship mandate under the legislative authority of the *Public Archives Act.* NSARM:

- Acquires and preserves archival records of provincial significance and facilitates access to those records.

- Encourages and assists in the development of the provincial archival community.

- Acquires, appraises, arranges, describes and preserves archival holdings and makes those holdings widely available through onsite, distance, and Web-based public services, programs and products.

E.3. Corporate Services - The department also delivers professional services to government and the department to facilitate effective corporate support and good governance.

Nova Scotia Archives and Records Management: NSARM fulfils its corporate mandate under the legislative authority of the *Government Records Act* and the *Public Archives Act.* Its statutory mandate is to:

- Develop policies, standards, procedures and services for effective records management in government and to be the permanent repository of the archival records of government, in order to document government accountability and the rights of citizens.

- Provides advisory services and supports for the development and implementation of department records management programs and delivers cost-effective records centre services to government.

- Manages the archival records of the government and administers access to those

records under FOIPOP.

Corporate Affairs Division: Corporate Affairs supports the line divisions and department by coordinating the following functions: policy, communications, finance, human resources, legal services, information management including records management and Information Technology (IT), audit, administration and Occupational Health and Safety (OH&S).

F. PRIORITIES

Tourism and Culture's priorities are centered on the department's three core business areas. Priorities for 2003-04 include:

F.1. ECONOMIC GROWTH: Develop the economic and export potential of Nova Scotia's tourism, culture and heritage sectors.

F.1.1. 2003 Tourism Plan: Recognizing the significant impact of the tourism sector to Nova Scotia's economy, tourism industry members and government came together to collaborate on the creation of the 2003 Tourism Plan. The Plan was driven by the industry / government Nova Scotia Tourism Partnership Council and serves as a guide for all marketing, product development, research, operations and partnerships undertaken to meet the goals and objectives of the *Nova Scotia Tourism Strategy*. The department will work with tourism industry partners to implement the following 2003 Tourism Plan highlights:

- Raise Nova Scotia's "brand" awareness in key export markets through the implementation of high-impact advertising campaigns directed to core markets in Atlantic Canada, Ontario, Quebec, North Eastern USA and Europe. Through a variety of direct advertising activities (ie. Direct mail, magazine, newspaper, radio, television, Internet), an overall investment of $5.3 million in tourism advertising, combined with a strategic one-time investment of $1 million in March 2003, is anticipated to generate more than 315,000 enquiries resulting in approximately $129 million in tourism expenditures in 2003.

- The department has a strong record in establishing partnerships and leveraging resources. A Partnership Strategy will be developed which recognizes all partners and identifies new ones in order to maximize tourism investment opportunities and increase the amount of dollars devoted to growing this industry. The target for 2003 is to generate 60 cents in partnership funding from the private sector and other levels of government for every provincial dollar applied to tourism marketing.

- Nova Scotia will have a commanding and compelling presence at the Toronto Travel and Leisure Show in 2003 by increasing tourism industry attendance

and providing direct-to-consumer communications.

- In today's global tourism market, the competitiveness and sustainability of Nova Scotia's tourism industry is highly dependant on our ability to improve the quality of our tourism products and services. The department will invest in product development initiatives targeting strategic priorities of seasonality, market-readiness / quality and sustainability. For 2003-04, every dollar invested in tourism development programming is anticipated to result in additional expenditures of $5.50 from partners in the private sector, community or other levels of government.

F.1.2. Cultural Industries: The department recognizes that Nova Scotia's cultural industries are important to Nova Scotia's economy. Our cultural products have significant potential for growth – growth that will translate into opportunities for individuals, businesses and communities throughout this province. Priorities in 2003-04 include:

- Working with Nova Scotia's music industry in support of a comprehensive Music Sector Strategy. Activities will focus on aggressive marketing initiatives aimed at export markets and support for businesses and infrastructure in keeping with our efforts to encourage economic growth, competitiveness and prosperity.

- Launching a new industry growth program for Nova Scotia book publishers. The primary focus associated with investment in Nova Scotia's publishers is industrial development with an emphasis on out-of-province sales and encouragement and development of Nova Scotian writing, including gaining national and international recognition for Nova Scotia's stories and authors.

- Implementing market development initiatives in partnership with the craft sub-sector, including participating in a federal / provincial trade mission with 20 craft-based businesses to Boston.

- Coordinating cultural trade missions focused on music and publishing and seizing opportunities by working with Canadian consulates.

- Fostering new relationships with the Nova Scotia Designer Crafts Council and Visual Arts Nova Scotia in delivering and enhancing services through the Nova Scotia Centre for Craft and Design and the Nova Scotia Art Bank.

- Actively work with other cultural producers in areas such as design, visual arts, literary arts and new media to identify potential opportunities for strategic investment.

F.1.3. **Acadian Celebrations:** With the upcoming 2003-05 anniversaries of French exploration, colonization, and settlement, including the 3rd Congrès mondial acadien in 2004, Nova Scotia has an opportunity to capitalize on the economic growth potential of major activities and events related to tourism, culture and heritage. The department intends to provide significant support to the 2003-05 Acadian Celebrations through the following initiatives:

- Unveiling a major new tourism marketing campaign aimed specifically at promoting the Acadian Celebrations in key tourism markets. A high-profile campaign will strategically position Nova Scotia as the premier destination in the region to experience Acadian culture and history. Also planned is an increased in-market publicity / editorial program that will be delivered by in-market public relations specialists, in conjunction with our core marketing programs, and will be designed to generate additional publicity value in access of $20 million. These marketing initiatives will involve television, print, direct-mail, e-marketing, industry co-operative opportunities and in-market promotions.

- Work with Le Village Historique Acadien de la Nouvelle-Ecosse in West Pubnico to adopt the site into the Nova Scotia Museum system. Bringing Le Village Historique Acadien into the provincial museum system is a major show of support for the Congres Mondial Acadien scheduled for the summer of 2004, and for this year's 350th anniversary of the Village of Pubnico.

- Launch, in cooperation with the Council of Nova Scotia Archives, "The Acadian Experience in Nova Scotia" - an online thematic resource guide and virtual exhibit, fully searchable and province-wide in scope and participation, to complement Acadie 2003-2005 and provide a significant Acadian/Cajun genealogical resource. NSARM will also produce a database for 3600 births, deaths and marriages from two surviving pre-Deportation Acadian church registers, Annapolis Royal, 1702-55.

- Integrate and highlight Acadian cultural experiences and tourism products in 2003 tourism core marketing campaigns. This includes the development of 'vignettes' in the 2003 Doer's and Dreamer's Travel Guide highlighting Acadian experiences and highlighting Acadian festivals and events in the digest and wallmap.

- Develop an Acadian Tourism Strategy which identifies development opportunities and priorities through a series of roundtables with stakeholders throughout the province for the long term development and enhancement of Acadian tourism experiences. The Department will work with partners and

the tourism industry throughout the Acadian communities of Nova Scotia.

- Work with other departments and levels of government (Office of Acadian Affairs and Canadian Heritage) to maximize investment for the implementation of strategic Acadian initiatives.

- Implement and expand service excellence programs to enhance the market-readiness of Acadian tourism businesses, attractions and communities. French Superhost and "L'Acadie par excellence" programs will be developed and implemented to encourage individual Acadian tourism operators to increase their standards of excellence and commitment to quality.

- Partner with the Federation of Nova Scotian Heritage to develop a program and workshops for a provincial conference on early Acadian heritage and culture to assist communities in developing programs for the Acadian celebrations.

F.1.4. Tourism Vision: To capitalize on significant economic growth opportunities for Nova Scotia, the industry / government Tourism Partnership Council unveiled a bold vision for tourism at Nova Scotia's 2002 Tourism Conference and Trade Show. The Council outlined eleven recommendations offered as a road map for unprecedented growth in this industry. The department will participate in a multi-partnered team with the Tourism Partnership Council and Tourism Industry Association of Nova Scotia to commence steps in implementation of the vision. Nova Scotia's vision for tourism challenges the industry to make dramatic advances in the development of tourism in Nova Scotia, building toward the vision of "100% revenue growth over the next decade". The tourism vision will require change that creates the environment for growth in tourism. It will require thinking differently, not just adapting. The vision can be realized if tourism stakeholders including business, labour, governments, and its partners work together to create a Tourism 1st attitude in the development of the tourism industry.

F.1.5. Heritage Attractions: Presenting Nova Scotia's natural and cultural heritage in innovative ways that engage visitors is important for the long term preservation and appreciation of the province's heritage. It is also a major opportunity to enhance the competitiveness of heritage facilities in supporting economic growth in communities throughout the province through increased tourism visitation. The Nova Scotia Museum will renew its interpretation of the history and natural history of the province through several related initiatives. Interpretive renewal will enhance the representation of cultural diversity and improve the market readiness of museum presentation. Specific priorities include:

- A strategy for making heritage tourism attractions "come alive" through

living history (animation / costuming / interpretation) will be developed by a departmental working group representing the Heritage, Tourism and Culture divisions. Opportunities and partnerships with stakeholders will be identified for enhancement and growth of living history activities in the province.

- Two new interpretive products highlighting our provincial heritage will be developed by the Nova Scotia Museum.

F.1.6. Bay of Fundy: The Bay of Fundy offers a variety of unique experiences from the highest tides in the world, abundant migratory birds and whales, captivating and unusual landscape formations, to international fossil discoveries. The area provides an opportunity for the region to be an internationally recognized tourism destination. To maximize the opportunities offered by the Bay of Fundy, the department will partner on a combination of initiatives:

- Implementation of marketing activities promoting the Bay of Fundy as a destination targeting Northeastern US in partnership with New Brunswick, Tourism Atlantic (ACOA) and the tourism industry around the Bay of Fundy. The targets for the marketing campaign include: generate 10,000 new enquiries; increase conversion rate from 16% to 20%; increase average visitor party expenditure to $2,000; and achieve a minimum return on investment in the campaign of $10 for every $1 invested ($1:$10).

- The overall goal of the Bay of Fundy Recommended Experience program is to support tourism development in the Bay of Fundy region by working with individual operators to increase their standards of excellence and commitment to quality. Twenty four operators have been designated as "Recommended Experience Operators" after having successfully completed the program. Through activities such as site evaluations and product knowledge tours, the department will continue with implementation of the market-readiness program with current Bay of Fundy Recommended Experience operators and investigate future extension of the program with other funding partners.

- The Department will work with partners on the preparation of the nomination for the designation of Joggins as a UNESCO World Heritage site under the "natural criteria" of the UNESCO World Heritage Convention. Priorities include the development of a site development plan, site infrastructure enhancements, and an information package supporting the nomination to Canadian Heritage.

F.1.7. Cultural Tourism: Both Nova Scotians and visitors to our province value our cultural activities, which are an integral part of our social fabric and quality of life. To build on existing cultural tourism strengths, the department will establish a

committee to encourage and support cultural tourism initiatives in partnership with sector stakeholders. Efforts will focus on:

- Enhancing existing links and promotion of music and theatre as a regional draw and increase awareness of products in off-season.

- Enhancing culturally focused familiarization tours.

- Building an inventory of cultural activity images for use in marketing and promotion.

F.1.8. Expansion of Maritime Museum of the Atlantic: The Maritime Museum of the Atlantic is a major steward and presenter of the maritime heritage of Nova Scotia and an important generator of tourism visitation. Working with partners, the department, through the Maritime Museum of the Atlantic, will undertake a multi-year initiative to examine the potential of expanding the site into a truly significant heritage tourism attraction on the Halifax waterfront. Priorities for 2003-04 include undertaking a concept study and detailed feasibility analysis that considers public / private partnerships with key stakeholders including the Canadian Naval Heritage Foundation, Canadian Naval Memorial Trust, Waterfront Development Corporation, Halifax Regional Municipality and private sector businesses.

F.1.9. Red Tape Reduction: Tourism and Culture is responsible for administration of the *Tourist Accommodation Act and Regulations,* which requires fixed-roofed accommodations and camping establishments in Nova Scotia to be inspected and licensed.

- In consultation with the tourism industry, implementation of a streamlined process by expanding the licensing information kit to include all licenses, permits and approvals required to obtain a fixed-roof accommodation or campground license from other regulatory departments. The information kit will be made available on the department website. Staff act as the liaison between operators and other regulatory bodies, so operators can get the information they need from a single source.

- Based on valuable input from the tourism industry, the department will be implementing changes to the *Accommodation Act and Regulations* in 2003-04. These changes are supportive of the business environment and address issues related to quality.

F.2. STEWARDSHIP: Preserve, promote, present, and develop Nova Scotia's natural and cultural heritage.

F.2.1. Nova Scotia Arts and Culture Partnership Council: An important development in the continued growth of the culture sector is the new Nova Scotia Arts and Culture Partnership Council. In 2003-04, this new 15-member council will be in place to gather input from people active in Nova Scotia's cultural life and to provide advice and direction for government's ongoing investment in our artists, our cultural industries and our cultural activities. Priorities for the new joint culture sector / government Council in 2003-04 include:

- Confirming vision, mission and mandate, establishing operating guidelines and developing methods to gather ongoing stakeholder input on plans and priorities.

- Developing annual culture sector development plan, which will require program and investment priority reviews as well as establishment of specific performance targets on program activities and precise evaluation methods for programs.

- Developing mechanisms to better assist program applicants throughout the province in accessing department programs and services. Efforts will encourage development of new artistic talent, and include the establishment of a mentoring program where individuals who were successful in the past could assist new applicants.

- Advising on long-term direction of the Endowment Fund, including spending priorities and best options to grow the fund.

F.2.2. Collections and Archival Holdings Management: The department, through the Heritage Division and Nova Scotia Archives and Records Management (NSARM), plays a key role in the preservation of Nova Scotia's rich heritage resources, encompassing both material culture (museum artifacts and built heritage) and documentary heritage. The department is committed to improving the management and preservation of these heritage resources. Priorities include:

- Developing plans and storage systems to upgrade artifact storage facilities at Uniacke Estate Museum Park and Museum of Industry (Stellarton).

- Relocating up to 3000 artifacts to locations with improved storage facilities.

- Expanding archival-quality storage capacity in the second year of a four-year tangible capital asset (TCA) project at NSARM to install high-density mobile shelving throughout the archives building.

- Improving preventive conservation of archival holdings at NSARM through

a major rehousing project and preservation microfilming, including continued liaison with Genealogical Society of Utah on its complimentary microfilming of archival holdings of genealogical significance.

- Initiating phased rationalization of holdings between NSARM and the Heritage Division.

- Continuing to implement the Provincial Cooperative Acquisition Strategy in cooperation with other Council of Nova Scotia Archives institutional members.

F.2.3. Online Heritage Resources: As part of its role as a steward of Nova Scotia's heritage resources, the department is committed to making those archives and museum resources available to a wide and diverse audience by significantly expanding and enhancing online public access. This will increase public awareness and appreciation of the province's heritage, support educational curriculum development, contribute to increased onsite visitation and enhance the province's attractiveness as a heritage tourism destination. Priorities include:

- Exploring improved public access and revenue generation / recovery opportunities offered by the development of a departmental online heritage image gallery operated by a commercial service provider.

- Expanding online public access to archival resources through the completion of four major new Web-based resources, including virtual exhibits, resource guides and digitized holdings relating to schooner Bluenose, Lunenburg's 250th anniversary, Acadian church registers (1702-1755), and a pre-1900 land petitions searchable database.

- Assisting the Council of Nova Scotia Archives in producing archival thematic resource guides and virtual exhibits, in particular "The Acadian Experience in Nova Scotia".

F.2.4. Multiculturalism: Having a strong multiculturalism focus in Nova Scotia ties directly into government's core social, cultural and economic goals. In support of these goals, the department will develop and commence implementation of a provincial multiculturalism strategy in partnership with stakeholders. Priorities include:

- Establishing an inter-governmental forum at the senior policy level to serve as a resource to help the department develop inventory of government policies, programs and services that have a multiculturalism component.

- Undertaking a comprehensive review of other jurisdictions with a focus on specific strategies/activities in place and the role of external advisory groups in developing multicultural policy.

- Establishing an external working group with representation from stakeholders including the Multiculturalism Association of Nova Scotia (MANS) to develop comprehensive strategies to support the goals of Nova Scotia's *Multiculturalism Act.*

F.2.5. Heritage Property Initiative: Nova Scotia's Heritage Property program is designed to identify, preserve and encourage continued use of Nova Scotia's heritage structures. The announcement of the Canadian Registration of Heritage Properties (CRHP) program by the federal government presents an opportunity to integrate efforts and resources to enhance the long term preservation of heritage properties in Nova Scotia. Departmental priorities for 2003-04 include:

- Developing a Nova Scotia strategy for participation in the national CRHP program.

- Negotiating a bi-lateral agreement between the governments of Nova Scotia and Canada based on the CRHP program's objectives.

- Developing a plan to engage Nova Scotia municipalities as participants in the program.

F.2.6. Community Cultural Development: Because cultural expression is so important to communities all across Nova Scotia, the department will strengthen regional links to draw out and encourage cultural activity. Priorities include:

- Organizing and hosting a workshop in 2003-04 on community cultural development in partnership with community arts councils to identify opportunities for cooperation.

- Introducing communications vehicles linking community arts councils throughout the province.

F.2.7. Cultural Infrastructure: The department recognizes the culture sector needs a foundation of stable and effectively managed organizations and institutions to sustain the sector's health. The department will begin:

- Developing an inventory (including asset value) of Nova Scotia's cultural facilities and organizations with a view to identifying needs and opportunities.

- Researching ways to help organizations achieve greater stability, including exploring strategies used in other jurisdictions and other sectors within Nova Scotia.

F.2.8 Mi'kmawey-Debert: The department recognizes its role in preserving and presenting the First Nations heritage and culture. Mi'kmawey Debert is especially important as a Mi'kmaq archaeological site dating back some 10,600 years. These archaeological resources have been designated as a National Historic Site and a Nova Scotia Special Place. In 2003-04, the department through the Nova Scotia Museum will work with the Confederacy of Mainland Mi'kmaq to draft a stewardship plan to protect these archeological sites and advance the interpretation of this important place for Nova Scotians and visitors to our province. The plan will encompass site management, archaeological collections, interpretation and research.

F.2.9. Gaelic Culture: The department recognizes a need to work with communities to preserve and present the Gaelic language and culture for the benefit of all Nova Scotians and visitors. A new Cape Breton cultural development officer with a focus on Gaelic initiatives will be in place to work with partners to pursue the following priorities:

- Reviewing input from public consultations on Gaelic and working with stakeholders to develop goals and objectives for the strategic growth of Gaelic culture.

- Identifying specific initiatives which can be undertaken through a Memorandum Of Understanding (MOU) recently negotiated between Nova Scotia and Scotland.

F.2.10 Integrated Resource Management (IRM): Integrated resource management is a planning and decision-making process that coordinates resource use so that long-term sustainable benefits are optimized and conflicts among users are minimized. The Department of Natural Resources has taken the lead on implementing IRM for provincial crown land resources. Recognizing the long-term sustainable benefits of tourism, the industry / government Tourism Partnership Council has led the development of a tourism resource valuation modeling project. The department will implement this model into the IRM Mulgrave Plateau pilot project and conduct an assessment of the model's capability and usefulness which will determine future phases of implementation. Based on a model outlining archaeological potential, cultural and historical resources will also be integrated into the process for the IRM Mulgrave Plateau pilot project.

F.3. CORPORATE SERVICES: Deliver professional services and corporate support to

government and the department to facilitate accountability and good governance.

F.3.1. Improving and Extending Records Management and Archival Services to Government: Through NSARM the department provides records management and archival services to government in order to ensure the effective management of government records and document government accountability and the rights of citizens. It is committed to extending and improving its integrated archives and records management program. Priorities include:

- Assisting in the implementation of the Corporate Records Management Policy.
- Improving and rationalizing Records Centre service delivery by expanding storage capacity, reducing records disposition backlog and introducing service charges.
- Continuing development, revision and implementation of departmental STORs (records schedules).
- Identifying and reducing systemic barriers to transfer of archival records in relation to targeted departments with approved STORs.
- Launching departmental and Agency, Board and Commission (ABC) administrative histories online on the Government Web site.

F.3.2. Program Evaluation: The department recognizes that evaluation is key to generating accurate, objective and evidence-based information to assist with sound decisions on policies, programs and investments. To improve our effectiveness and accountability, the department will pursue the following priorities:

- Completing the establishment of indicators and outcomes for key program areas.
- Identifying and developing benchmarks, particularly in culture and heritage based on comprehensive studies of the sectors.
- Developing a framework for ongoing evaluation and monitoring of results.

F.3.3. Asset Management: Tourism and Culture is responsible for managing a wide range of provincially owned capital assets valued in the millions of dollars. These assets include over 200 heritage buildings, three provincial resorts, 11 visitor information centres, Bluenose II and Upper Clements Park. These assets are managed by the department directly or through agreements with the private sector and not-for-profit

societies. To improve accountability and overall management of these assets, in 2003-04 the department will pursue the following priorities:

- Initiating a process that will revise/ develop formal management agreements with locally managed provincial museums to clarify accountability. Efforts will centre on the development of management agreements at two provincial sites to be used as a model for all locally managed provincial museum sites.

- Completing year two of the approved capital investment program for the provincial resorts moving to a four star accommodation quality rating and projected revenues.

- Working with Transportation and Public Works to complete an inventory of Tourism and Culture's heritage buildings and visitor information centres to be utilized as a baseline for development of a long term plan that sustains these important capital assets.

F.3.4. Information Management (IM): The department recognizes the importance of the effective management of information to corporate accountability and good governance. The department will raise the level of IM awareness and required skills through activities such as orientation and training. The department will also implement a model records management program throughout Tourism and Culture. Priorities include STOR implementation, training and a phased implementation of electronic records management (ERM) software, and development of departmental records management policies and procedures. Another IM priority is the execution a technology refresh plan that ensures that the department has sufficient capacity to continue to serve the public and attract visitors to the province through the use of the department's web sites, which are some of the most active in the provincial government. In addition is the implementation of an investment tracking system to provide timely, client-focused service across the department's three sectors.

F.3.5. Communications Plan: The department recognizes the importance of internal communications as a way of bringing staff closer together and providing easy access to work-related information and resources. A two-pronged approach to improving communications within the department involves both a number of initiatives at the management level and the development of new or improved communications tools for all staff.

A leadership team is focusing on areas where more collaboration among divisions and operations can be applied to projects and initiatives. A communications working group has developed a plan that will see the development of a staff intranet web site, a corporate social committee and employee information forums. The department's newsletter will be redesigned and published on a consistent schedule.

Working closely with Human Resources and their new initiatives, the goal is to improve the internal environment of the department and to make the department an even better place to work.

F.3.6. Human Resources Plan: Building on the 2002-03 priority of establishing a Human Resource Plan for the Department of Tourism & Culture, 2003-04 will see the roll out of a number of key HR initiatives. These initiatives include the implementation of an orientation program, the use of exit interviews, a greater focus on learning plans for all employees, a renewed effort on performance management, and continued focus on strengthening leadership capacity. The purpose of these initiatives, as well as the intent to further develop the HR plan, is to ensure that Tourism and Culture has staff that is competent, satisfied and able to conduct their responsibilities in a way that enables the department to meet its stated goals and objectives. Tourism and Culture will also undertake efforts to become the model department within the Nova Scotia Government for wellness promotion among its employees.

G. BUDGET CONTEXT:

Tourism and Culture - Estimated Budget Expenditures			
	Estimate 2002\03 (Per 2003\04 Estimates Book)	Forecast 2002\03 (Per 2003\04 Estimates Book)	Budget 2003\04 (Per 2003\04 Estimates Book)
	$ Millions	$ Millions	$Millions

Nova Scotia Department of Tourism and Culture

Total Program Expenses - Gross Current	$44.5	$47.3	$46.0
Net Program Expenses - Net of Recoveries	$38.8	$39.9	$40.8
Salaries and Benefits (Gross)	$12.3	$11.8	$12.8
Funded Staff (FTEs) (Gross)	312.7	291.3	311.1
Funded Staff (FTEs) (Net)	301.7	281.8	300.1

OUTCOME	MEASURE	DATA	TARGET-2003-04	TARGET-2004-05	STRATEGI
Core Business Area: ***Economic Growth*** - Develop the economic and export potential of Nova Scotia's tourism, culture and h					
Tourism Industry Growth	Tourism revenues generated from tourism marketing campaign	2003 Conversion Study	$129 million	$135 million	Implement the i 2003 Tourism P

Nova Scotia Department of Tourism and Culture

OUTCOME	MEASURE	DATA	TARGET-2003-04	TARGET-2004-05	STRATEGIES to achieve target
	Tourism enquiries generated through internet (www.novascotia.com)	121,000 (2002)	136,000	154,000	
	Total provincial tourism revenues	$1.3 billion (2002)	$1.37 billion	$1.43 billion	
Core Business Area: ***Stewardship*** - Preserve, promote, present, and develop Nova Scotia's natural and cultural heritage.					
Increased participation by Nova Scotians in Culture and Heritage Activities	Attendance at Nova Scotia Museum sites	550,000 (2002-03)		577,500	Development of two new interpretive programs and the expansion of the Nova Scotia Museum to include Le Village Historique Acadien de la Nouvelle-Ecosse.
	Nova Scotia Archives & Records Management web site visits	250,000 (2002-03)	275,000	310,000	Implement Archives Online strategy, including stakeholder partnerships, to expand public access to Web-based archival resources, services and genealogical information.
	Heritage Research Permits	47 (2002-03)		52	Increase awareness with planning agencies, researchers and the public of the importance of archaeological and palaeontological impact assessment and research.

Nova Scotia Department of Tourism and Culture

OUTCOME	MEASURE	DATA	TARGET-2003-04	TARGET-2004-05	STRATEGIES to achieve target
Core Business Area: ***Corporate Services*** - Deliver professional services and corporate support to government and the department to facilitate accountability and good governance.					
Effective records management and archival services adding value to government business process and functions	Rate of compliance with Corporate Records Management Policy	newly approved policy	75%	90%	Provide relevant and timely advice and assistance to departmental records management programs. Strengthen the application of technology to records management functions in government. Identify and resolve systemic barriers to transfer of archival records in relation to targeted departments.